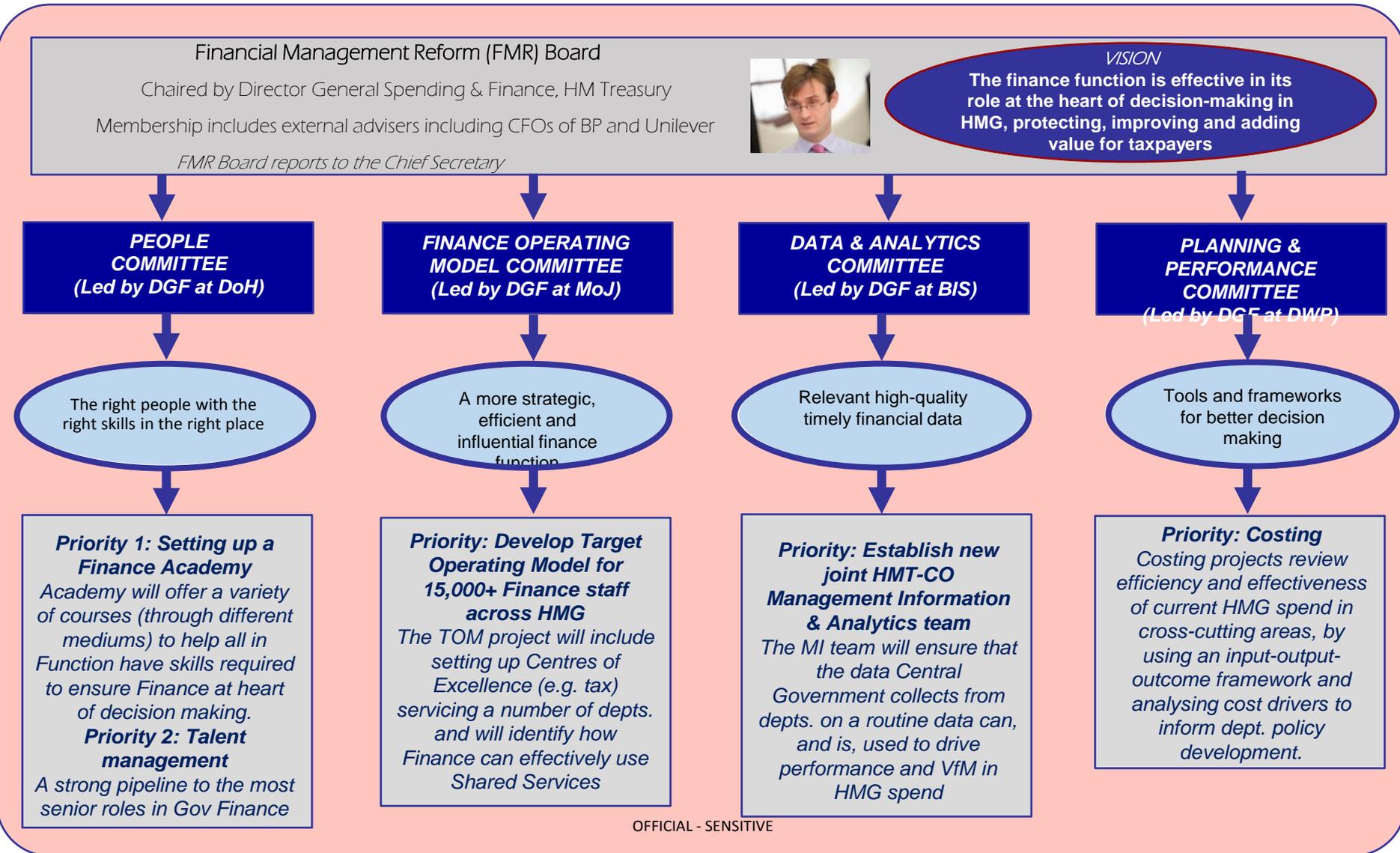


Talent management: Skills, capability and succession planning

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United Kingdom

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The Financial Management Reform (FMR) Programme is a cross-government programme, aiming to put finance at the heart of decision-making to ensure taxpayers money is spent efficiently and effectively.



Talent management for Government Finance - a functional approach

- Traditionally talent management in HMG has focussed on departments rather than functions.
- Taking a wider, functional view provides visibility of specialists across Government Finance – supporting **deployment of specialists across HMG to meet priorities**.
- Considering talent management for Finance across HMG supports us in building a strong and flexible Function.
- It enables us to define **standards and drive consistency**
- We have facilitated moves, supporting individual and functional development as well as **strengthening capability across Government Finance**.

Governance for talent management

Head of Profession

- Located in HM Treasury
- Dotted line-management responsibility for departmental FDs – feeds into performance and talent management discussions
- talent management is a priority

Supported by the Finance Capability team in HM treasury

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graph TD; A[Supported by the Finance Capability team in HM treasury] --> B[Head of Profession]; A --> C[Finance Leadership Group]; A --> D[People Committee];
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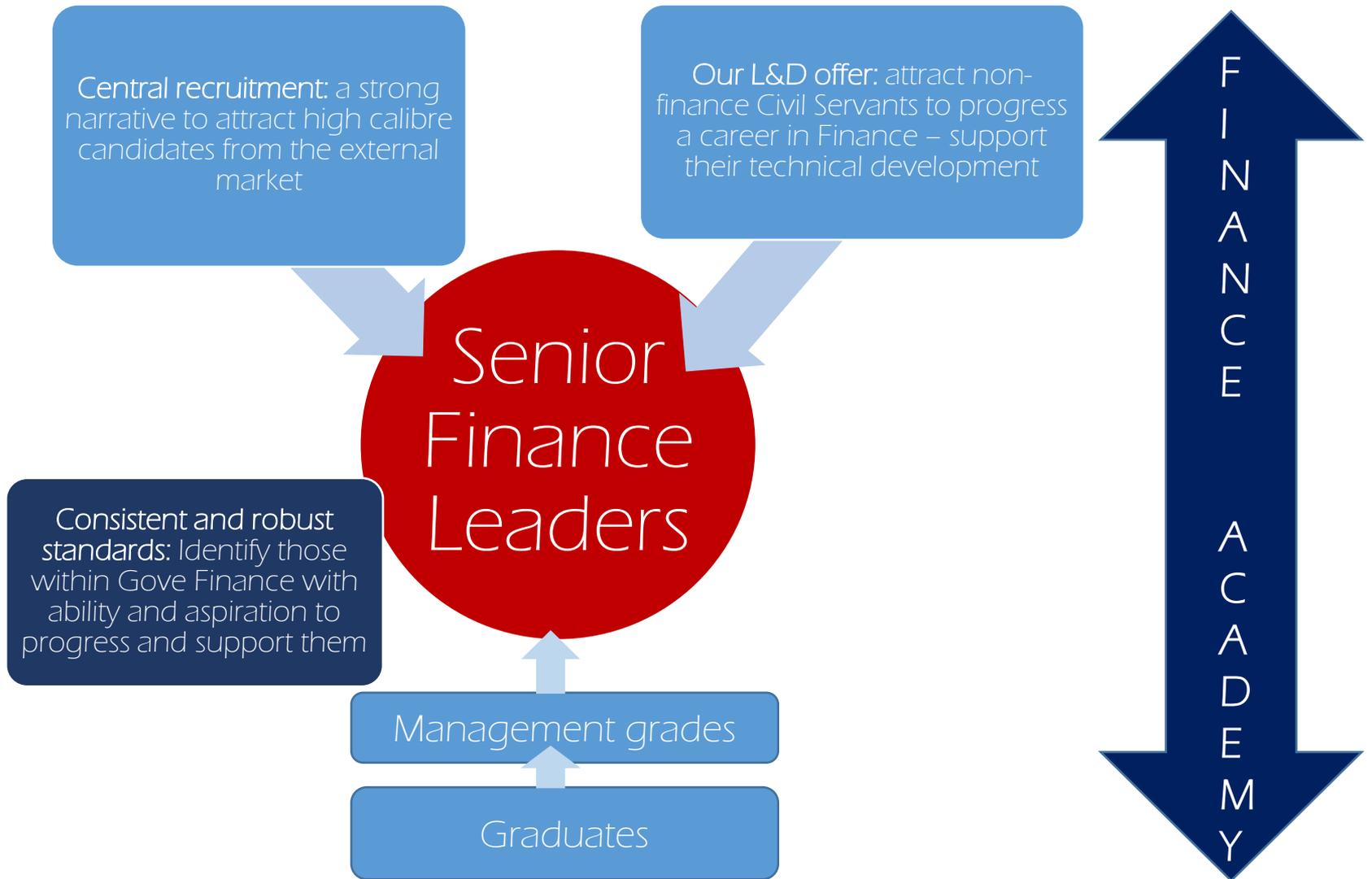
Finance Leadership Group

- Directors General (DGs) – responsible for Talent management of Finance Directors
- Quarterly talent discussions
- Feed into departmental talent markings which are moderated, cross-CS annually

People Committee

- Chaired by a DG Finance; members are Finance Directors
- Responsibility for talent management of Deputy Directors (and below)
- Quarterly talent discussions

Building a strong talent pipeline



Developing our pipeline – progress to date

Growing our own:

- Established a Finance specific Graduate Scheme – first intake of 60 in September 2015.
- Second intake of 30 Finance Apprentices in September 2015.
- Developed a model to define the skills we expect from senior finance leaders.
- Revised selection process and introduction of robust criteria for senior leadership development scheme.

Attracting external talent:

- Running a centrally co-ordinated external recruitment exercise to fill 10 senior roles.
- Development of a strong narrative for Government Finance – focus on the wide ranging opportunities available for progressing a career.

Supporting existing Civil Servants' transition to Finance:

- Developed a bespoke accelerated finance qualification for a cohort of senior leaders.
- Second cohort to be launched Autumn 2015.
- Developed an introductory qualification specific to Central Government Finance for those with the ability and aspiration to progress a career in Finance. Completion provides exemptions from a full qualification.

A model for Finance Leaders

- A model to define of “Good” for leaders in Government Finance
- 4 dimensions.....more than just strong technical skills



Finance Academy

- A key aim of the FMR is to build capability of the Finance Function.
- To support this aim a priority for the programme is to establish a Finance Academy which provides a coherent development offer for Government Finance.
- It will form a key part of offer to our people and set out clear career pathways for progression in the Function
- The Academy vision is to:
 “.....provides a strong development offer for all in Finance, building financial capability and driving continuous improvement to ensure finance continues to be at the heart of decision making”
- We have now established a small dedicated team to develop and establish the Academy.
- An initial Academy offer will be in place from January 2016.
- The will include a platform to support collaboration across the Finance community.

Talent Management – Insights and Challenges

Insights:

- Ownership by the Head of Profession and Finance Leadership Group is key. The Head of Profession considers talent management a priority.
- Make some visible changes. In the past 12 months we have facilitated 15+ moves at senior levels in Government Finance. This has signalled a real shift and got people interested.
- The initial focus has been putting processes in place and getting to know our people at senior levels. We've worked with departmental information and moderated assessments from a functional perspective.

Challenges:

- The functional focus shows that we have a thin pipeline to our most senior leadership roles in Finance.
- Scale - the size of the population (c. 14,500) makes rolling the approach out to more junior grades more difficult.
- It's a long term thing. We need to keep prioritising talent management, embedding the processes and making sure managers across Government Finance are supporting talent development in their teams.

Next steps:

- Progress our 3 part strategy to develop our pipeline through **growing our own** and **attracting** new talent from outside HMG and existing Civil Servants with the ability and aspiration to progress a career in Finance.